WSDOT/ACEC Project Delivery Team Meeting
Kent Maintenance Facility
June 4, 2004

Attendees:
Ken Smith - Team Co-Chair
Duncan Findlay - Team Co-Chair
Pasco Bakotich
Doyle Dilley
Richard (Rick) Door
Mike Frucci (attending for Keith Metcalf)
Mary Holland
Mike Horton
Amir Rasaie
Lisa Reid
Rick Smith
Karl Winterstein
John Villager
Kirk Berg (absent)
Russ East (absent)
Keith Metcalf (absent)
Mike Mariano (absent)

Introductions and Agenda Review

Review and Endorse WSDOT/ACEC Project Delivery Team Charter

Action Item: Endorsement of charter at the next meeting. Duncan Findlay and Ken Smith will solicit the sponsors' endorsement.

Action Item: Identify other teams (in charter).

Sharing Lessons Learned

The Structures Team has developed a searchable web-located database for lessons learned on projects. Rick Smith's office is working on expanding the database. This is an ACEC/WSDOT database. This needs to be a concise database and yet meet the needs of all the users.

Action Item: Rick Smith will share a white paper on where the Structures Team database is going. He will bring specific questions to this team regarding content and direction for the database.

Action Item: Adele McCormick will develop a password-protected website to share developments of this team with the team members. The website will include meeting

minutes and action items and other items and documents that need to be shared with the team members.

Ideas from WSDOT ACEC Joint Meeting

<u>**Training of Consultants & WSDOT**</u>
- Bring consultants in house
- Have DOT visit consultants
- Transpeed

<u>**Schedule**</u>
- Getting contracts. This relates to the time between award and getting a signed contract
  - Expand on-call limits
  - Small works roster
- Identify and manage risks
- Manage the schedule
- Executive committees for quick decisions
- Design software
- Involve all phases for input
- Right of way acquisition and utility relocation prior to Ad

<u>**Sharing Lessons Learned**</u>
- Co-locating staff
- Database for scope, schedule, and budget
- Communicating
- Continuous (do not wait until project is complete)
- Plan to share lessons learned
- Gray Notebook "watch this"
- Look outside Washington
- Leverage existing opportunities - conferences, etc.

<u>**15% or More Cost**</u>
- Review and approval
- Not enough engineering to make environmental decisions – need approvals earlier
- Co-location of staff

WSDOT/ACEC Project Delivery Team Ideas to Start With

How can we empower the WSDOT project manager to push back when necessary? Involves both empowerment and risk.

We need acknowledgement that we work for each other. Come up with different ways of delivery – consider flexibilities internal to WSDOT.

We need to look at efficiencies within WSDOT. Agree on authority, clarify decision making, and move on. Avoid duplication.

Empower project engineer (managers in general) to do the right things right. Define parameters, set rules and guidelines, then empower them and accept the work.

Lessons learned: People are not taking advantage of the experience of others. We need to share experiences and disseminate the information more timely.

Develop a list of stakeholders who care whether we save time and/or money through this process. Stakeholders need to be aware of this process so there can be buy-in. Each agency/organization agenda needs to be kept in mind. All stakeholders need to have a meeting of the minds on how this process goes forward.

Getting contracts: Think about "getting started." What WSDOT doesn't do is estimate time and expenses for everything before a project is started. Consultants verify all expenses and budgets first.

Promote mutual respect between consultants and WSDOT, both through the contract negotiation process and review.

Define clear expectations with examples.

Focus on engineering issues, rather than "fonts."

How can I get the good business practices out to the local agencies?

Even people within WSDOT cannot explain new processes. Training. Take advantage of people who have knowledge to facilitate endorsement of the project scope, schedule, and budget. Just-in-time training through use of a facilitator: WSDOT and consultant will learn at the same time, together.

Clear expectations and focus on engineering issues particularly at conceptual level design and 30%.

Foster a relationship between WSDOT and the consultant community to promote the best processes no matter where they come from.

We can influence how efficiently funding is spent. By working on these issues, we can influence the economy of our state.

We don't expect anything different from internal or external staff. The process should be identical both within WSDOT and from the consultants.

Next meeting Agenda
- The sponsors need to be in attendance.
- Report from the software team.
- Rick Smith will bring information on the Structures Team database.
- Rick Smith will send out the link to the database/website and the white paper on the database. Each team member needs to look at the database/website.
- Discuss the interaction between WSDOT and consultants. Mike Frucci (or Keith Metcalf) will bring Eastern Region's guidelines. The developer office in Olympic Region has guidelines too. If you have a guideline for a chan plan, bring it.
- Library of deliverables; MDL.
- Bring more ideas for what this team should accomplish.
- Look at project delivery elements in terms of time and funding. Team members should bring ideas of processes they feel take the longest time and where the most money is spent.

Next Meetings
Friday, July 9, 2004
9 am to 1 pm
Duncan Findlay will make arrangements for a facility.

Friday, August 6, 2004

Friday, September 10, 2004

Action Items

Endorsement of charter at the next meeting. Duncan Findlay and Ken Smith need to solicit the sponsors' endorsement.

Ken Smith and Duncan Findlay will identify other teams (in charter) before the next meeting.

Rick Smith will share a white paper on where the Structures Team database is going; and bring specific questions to the Project Delivery team regarding the content and direction of the database.

Adele McCormick will develop a password-protected web site to share developments of this team with the team members. Including meeting minutes, etc.